



Interim Report
Executive Policy Working Group
September 20, 2005

EXECUTIVE SUMMARY

Introduction

In February 2004, President Bush issued an Executive Order #13330, termed “United We Ride” (UWR), which was the culmination of several years of work at the federal and other government levels nationwide to develop a concept to improve coordination in human services transportation. A UWR “Framework for Action” was drafted by the Interagency Transportation Coordinating Council on Access and Mobility (CCAM), a coalition of the US Departments of Transportation, Health & Human Services, Education, Agriculture, Labor and others. This provided the foundation for state and local government to develop their own action plans for coordination among and between departments and regional and local agencies.

During the course of planning for United We Ride, CCAM discovered that 62 federal programs provide some form of funding assistance for state, regional and local transportation for human services, with the DOT and more specifically Federal Transit Administration (FTA) being only a few of these. With this surprising revelation, a variety of recommendations ensued that formed the foundation for UWR. A premise was developed, that by reducing redundancy and other inefficiencies in federally funded human services transportation, the end-use customer would benefit by enjoying improved (time, cost, convenience) transportation services.

Soon after the issuance of the President’s UWR Executive Order, Governor Napolitano called for a Working Group to begin to build a framework for Arizona action. In the Fall of 2004, the Working Group submitted a grant proposal to the FTA to assist with United We Ride planning, and in January of 2005 the grant was awarded. Public Consulting Group (PCG) was selected to conduct the two primary components for this work: conducting a statewide assessment of funding sources, streams and coordination conditions, and developing an action plan for State agencies, including recommendations for further regional implementation. Lending further commitment to improved coordination in Arizona, on July 6, 2005, the Governor signed her Executive Order 2005-16, formalizing the “Arizona Rides” initiative and instituting the Arizona Rides Council which membership from several State departments, the specifics of which are noted in Section III of this report.

Arizona Rides: The Statewide Assessment and Action Plan

This project, Arizona Rides, is in the discovery phase, including interviews and surveys of State department agency directors and their division and section heads regarding organization and funding streams. Regional forums are being planned for October-November, 2005, to further solicit local agency input. These workshops will help form the basis for recommendations in a draft Action Plan in December. The Statewide project, and companion efforts in Pinal and Maricopa Counties, will provide better “operational understanding” of both perceived and real, impediments to coordination, as well as establish common grounds for collaboration among agencies providing human services transportation.

Pinal Coordination Demonstration Project

A parallel and supportive project to the statewide Arizona Rides effort, “Pinal Rides” was developed by the Working Group to showcase coordination tools and mechanisms at a regional and local level. Central

Pinal County was chosen for its unique mix of rapid urban growth in a historically rural region and disparate service organizations within an identifiable and workable area. RAE Consultants (RAE) was selected to develop a pilot model in this area, which hopes to also provide coordination tools for other regions in the state to consider for their communities. A draft plan for local action will identify an array of specific organizational roles and relationships and implementation steps for the pilot. Initial phase project completion is anticipated in December 2005.

Maricopa Association of Governments (MAG) Transportation Coordination Study

The Maricopa Association of Governments (MAG) has committed resources similar to those focused on the statewide effort and in Pinal County to study coordination options for Maricopa County. MAG determined that the size and complexity of the region warranted a specific regional evaluation of conditions and potential human services coordination mechanisms within the County. The first assessment stages of this effort are now underway by MAG staff via provider surveys currently in distribution and an RFP process is underway for consultant selection for the remainder of the project. Also, an RFP process is underway to select a consultant(s) to help the MAG team develop a regional implementation pilot project. The MAG project will be closely coordinated with the Arizona Rides Statewide project findings and hopes to benefit from the project methodology and “lessons learned” from the Pinal Rides Coordination Pilot Project as well.

Federal UWR Activities

At the federal level, in June 2005, the CCAM chronicled the first year of the United We Ride initiative in its *Report to the President - Human Service Transportation Coordination, Executive Order 13330, 2005*. On August 10, 2005, President Bush signed the reauthorization of federal surface transportation programs –“SAFETEA-LU”—, which provides funding through FY 2009. Several key provisions related to human service transportation coordination are included in the bill; among them are the Job Access Reverse Commute Program (JARC), Program for Older Adults and People with Disabilities and the New Freedom Initiative. In addition, the bill includes special projects for technical assistance and related research projects.

Collectively called “Arizona Rides,” enclosed within are Phase I reports for the Statewide Assessment and Pinal Rides projects, and initial scope of the MAG Coordination Study.

I. INTRODUCTION

The Arizona Rides Executive Policy Working Group is pleased to present this Interim Report for the “*Arizona Rides*” *Assessment Projects*, representing work performed by Public Consulting Group, Inc. (PCG) and RAE Consultants, Inc. (RAE). PCG and RAE are collaborating on two concurrent studies contracted by ADOT federal grants on behalf of the Working Group, the *Statewide Assessment of Human Service Transportation Project*, and the *Pinal Coordination Demonstration Project*. This interim report serves to provide information on the current status of the projects as of September 21, 2005.

Background and Purpose

The “*Arizona Rides*” *Statewide Assessment of Human Service Transportation Project*, established through task order AD040501-A5-1 of the Governor’s Statewide Revenue Maximization Initiative, is part of the Federal *United We Ride (UWR)* initiative that is leading, at the national level, the development of strategies for improved coordination of human service transportation funded with federal transportation dollars. The Statewide Assessment portion of the Arizona Rides effort is being funded through a UWR-specific grant from the Federal Transit Administration (FTA), the lead implementation agency for UWR at the federal level, and additional Arizona Department of Transportation (ADOT) federal transit grant funds. ADOT, in partnership with the Governor’s Office, Department of Economic Security (DES), Arizona Health Care Cost Containment System (AHCCCS), Regional Planning Organizations, and other members of the Arizona Rides Executive Policy Working Group are sponsors of the Arizona Rides project, which is the State’s response to the UWR Executive Order. Most recently, the issuance of the Governor’s Arizona Rides Executive Order 2005-16 on July 6, 2005, further serves to highlight the strong level of commitment by the Governor’s Office and its State departments to this important endeavor. Henceforth, the Arizona Rides Council, formed by the Executive Order, will serve to champion the involvement of State and regional offices regarding larger Arizona Rides issues. As appropriate, the Council will also provide specific guidance to the Working Group on broad-ranging Action Plan issues and implementation strategies.

This statewide assessment is aimed at developing a deeper understanding of the human services transportation environment in order to:

- Ensure maximum feasible coordination between and among human services agencies receiving federal transportation dollars;
- Increase the efficiency and effectiveness of funds utilized for transportation; and
- Reduce redundancy/overlap of service.

The Statewide Assessment of Human Service Transportation Project focuses on developing an inventory of providers, consumers, funding sources, service characteristics, and transportation opportunities and barriers. Furthermore, this study will look to identify areas where federal transportation reimbursement and grants can be obtained. This project is working in conjunction with a pilot coordination project among transportation providers in the Pinal County area in Central Arizona. The two studies will augment and support the findings and recommendations of each assessment.

The *Statewide Assessment of Human Services Transportation* has three major phases:

- Phase 1 – Information Gathering. This phase involves developing a survey tool for distribution to various human services stakeholders in Arizona that will allow for the creation of an “inventory” of the current human services transportation system. Once responses have been received, follow-

up interviews with selected stakeholders to assist in validating and supporting the data received from the surveys. In order to receive the most helpful and descriptive information as possible, significant thought and development of the survey tool is required and has been undertaken.

- **Phase 2 – Statewide Public Forums.** This phase will involve designing, organizing, and conducting focus groups in 5 to 7 locations throughout Arizona. The purpose of these focus groups will be to meet with identified critical stakeholders of human services transportation and solicit further input and knowledge of the current system, as well as ideas to move the system further in the coordination continuum. Additionally, assumptions and analysis developed from Phase 1 will be tested in the focus group to ensure validity.
- **Phase 3 – Final Report.** The final phase of this project will compile the information gathered from the surveys, follow-up discussions, and the public forums and will present findings and offer recommendations for ways to move toward establishing better human services coordination within the state and regional programs. The final report aims to be user friendly and will serve as a useful information resource for future coordination efforts. Furthermore, the final report will include a Microsoft Access database of the results obtained from the surveys and from other sources of data.

The Pinal Coordination Demonstration Project focuses on developing a pilot coordination project among transportation providers in the Pinal County area in Central Arizona. A map of the study area is shown in Attachment 1. This project is being done in coordination with the statewide assessment on human services transportation being conducted through a separate study process, using the *United We Ride Framework for Action*. Among other objectives concentrated on improving region-specific conditions, the project also hopes to discover coordination tools that are useful to other regions and localities, which may choose to replicate or adapt these methods to their particular circumstances.

The *Pinal Coordination Demonstration Project* includes two phases.

- **Phase 1 – Evaluation and Education.** Phase 1, which is presented in this report, includes an inventory of existing public transit and human services providers in the Pinal County area, the identification of duplication and service gaps, education regarding feasible coordination options, an assessment of potential savings regarding various options, and the selection of agencies to participate in the development of a pilot coordination project.
- **Phase 2 – Specific Pilot Project.** This will include the development of specific implementation objectives, an identification of impediments to coordination, the selection of key providers to participate in a model coordination project, and the development of a detailed implementation plan, which will include staffing, capital and operating needs and the financial resources to support implementation of the desired project. Phase 2 is presented in a separate report.

II. INTERIM PROJECT REPORT

Statewide Assessment of Human Service Transportation Project

PCG is actively engaged in Phase I of this project, which entails the development of a survey tool for distribution to various human services stakeholders in Arizona that will allow for the creation of an “inventory” of the current human services transportation system. As the development of the appropriate information gathering tools is critical to the success of the findings, and thus the recommendations, PCG has carefully contemplated the questions that will be asked to a variety of human services stakeholders in the State of Arizona.

Because of the assortment of stakeholders involved and the different roles played in the realm of human services transportation funding, planning, and provision of services, PCG created two separate surveys to obtain the most useful information from distinctly different audiences.

- The first survey, which is in the final process of distribution to the selected respondents, is targeted toward state human and social service agency programs. These programs typically utilize transportation as an offshoot of their core services; however, these transportation services are actually a critical component to providing services. Examples of programs include DES, DHS and AHCCCS funded services such as Employment & Rehabilitation Services, Children, Youth & Family Services, JOBS programs, Aging and Community Services, and Regional Behavior Health Agencies. Because the state agencies typically fund as well as provide the services, the questions were more specific to the “nuts & bolts” of the programs and the transportation component of those services. Please refer to Attachment 2 for a copy of the state agency survey.
- The second survey, which has been distributed, is targeted toward the Regional Planning Organizations, such as Council of Governments (COGs), Metropolitan Planning Organizations (MPOs), and Area Agencies on Aging (AAAs). Because the regional planning groups typically are less involved in the actual delivery of transportation services and more geared toward the planning and gathering of transportation resources for the region, the questions are targeted to glean **some opportunities and barriers to successful coordination** successful coordination of human services transportation. Please refer to Attachment 3 for a copy of the regional organization survey.

In developing the survey tools, PCG has solicited feedback from both state officials as well as regional planning officials.

PCG anticipates that over the next 30-45 days, the surveys returns will be evaluated for inclusion into a draft set of key findings and recommendations. Follow-up personal interviews also will be conducted upon the compilation of the survey data.

Pinal Coordination Demonstration Project

The Pinal County area was selected to demonstrate coordination for three primary reasons.

- First, it is a rural area with only limited general public transportation and with a variety of social service agencies providing specialized transportation, using various state and federal program-specific funding channels. There are several towns in relatively close proximity, which could serve as a focal point for a coordination “project”—or otherwise contain elements, which should respond well to study-recommended techniques for local collaboration.
- Second, despite a historically rural character, it also has a unique location between the state’s two largest urban areas, which are expanding into Pinal County at a rapid rate—and along with that “position,” changing growth dynamics in the region and resulting transportation service challenges.
- Third, there is a “local champion” willing to serve as host and convener in bringing agencies together to explore coordination options. Ms. Olivia Guerrero of the Pinal-Gila Council for Senior Citizens is a member of the Arizona Rides Working Group and has volunteered the Pinal-Gila Council for Senior Citizens/Area Agency on Aging as a lead agency in examining coordination options. Mr. Bill Leister, Director of the Central Arizona Association of Governments (CAAG) also offered the support of his agency is identifying and developing a coordination project.

RAE began the study with a kick-off meeting in Coolidge, Arizona with Pinal County stakeholders on April 20, 2005. A variety of interested parties attended, representing key agencies with potential interest in transportation coordination. A list of meeting participants is included in Attachment 4.

The April meeting addressed two primary tasks. First a smaller group was identified to serve as a Study Advisory Committee (SAC). This group’s task will be to work with the consultant to inventory existing providers in the area, to review coordination options and to come up with a specific coordination project. The following group was identified to serve as the Study Advisory Committee.

- Lisa Armenta, Pinal County
- Marsha Ashcroft, Behavioral Health/Horizon
- Dora Duarte, Department of Economic Security
- Olivia Guerrero, Pinal-Gila Council for Senior Citizens/Area Agency on Aging
- Tesha Hensley, Community Alliance Against Family Abuse (CAAFA)
- Mary Lou Rosales, Community Action Program
- Charity Russell, Child Services
- Eleanor Wiczarek, City of Coolidge
- Bill Leister, Central Arizona Association of Governments (CAAG)
- Gregg Kiely, Arizona Department of Transportation (ADOT), Public Transportation Division

The second major task was to identify existing transportation providers and funders. A list of providers was identified and transportation surveys were distributed by the consultant.

Since the April 20th meeting transportation surveys were distributed to others not at the meeting. Survey responses are currently being compiled by RAE and follow-up is being done to assure survey completion by all agencies.

The Pinal Study Advisory Committee (SAC) met July 6th to take the next step in identifying a specific coordination project for the area. During the meeting, the committee completed the United We Ride Framework for Action, Self-Assessment Tool for Communities. They also developed a vision/mission

statement for transportation services in the county and updated the transportation services inventory. The SAC then reviewed a "Service Duplication and Service Gap" assessment, which had been prepared by the consultant and reviewed generic coordination options and established initial priorities.

In addition, the United We Ride *Framework for Action*, developed by the federal Interagency Transportation Coordinating Council on Access and Mobility (CCAM), was introduced to the Committee. The Framework provides the outline of a model process for communities to evaluate existing conditions, develop local coordination options and form collaborative relationships between funding agencies and service providers.

The Self-Assessment Tool for Communities identifies five areas of coordination:

- Making Things Happen by Working Together
- Taking Stock of Community Needs and Moving Forward
- Putting Customers First
- Adapting Funding for Greater Mobility
- Moving People Efficiently

More detailed information regarding examples of related coordination activities is presented in Attachment 5.

In its August 2005, meeting, the Pinal SAC made considerable progress toward identifying a specific zone for focusing its remaining efforts, and it is anticipated that a specific coordination project will be identified in September-October, 2005. Following this process, an implementation plan will be developed with the assistance of a Technical Advisory Committee (TAC) and completed by the end of calendar 2005.

MAG Coordination Study

The Maricopa Association of Governments (MAG) has embarked upon an effort supportive of United We Ride and Arizona Rides in the form of a Coordination Study for the Maricopa County region. Working in close collaboration its Arizona Rides partners, the MAG's initial scoping of the project indicates that a consultant(s) will be selected this fall to assist—through a series of “working papers”—in developing a coordination plan, with work areas to include:

- Conducting an analysis of staff-initiated surveys, including the assembling of a provider inventory and identification of service gaps and other critical service measurements or indicators;
- Conducting a “best practices” review for a similarly-sized region(s);
- Identifying and convening a Transportation Stakeholders Group;
- Working with the Stakeholders Group, identifying and evaluating coordination approaches and alternatives;
- Identifying potential funding sources needed for a coordinated program; and
- Developing draft and final strategic plans for the region.

Preliminary scheduling for the solicitation of consultant services indicates the following tentative milestones:

August 2005:	Issuance of RFP
September 2005:	Public Notice requirements for RFP
October 2005:	Organization of evaluation team & related activities
November 2005:	MAG Management Committee reviews and approves recommendations
January 2006:	Contract awarded and notice to proceed; study begins

The MAG Coordination Study's overall timeframe is one year from commencement, with intermediate task or issue-area reports accomplished as determined between MAG and the consultant(s).

III. ARIZONA RIDES EXECUTIVE ORDER

On July 6, 2005, Governor Janet Napolitano issued the “Arizona Rides” Executive Order, as the State’s response to the federal United We Ride initiative, and which follows in its entirety. The Executive Order forms an Arizona Rides Council, which will help frame policy effecting State, regional and local actions in the area of human services transportation.

Executive Order 2005-16

Establishing the Arizona Rides Council

WHEREAS, Presidential Executive Order No. 13330, signed on February 24, 2004, established the United We Ride (UWR) initiative and the Interagency Transportation Coordinating Council on Access and Mobility (CCAM); and

WHEREAS, the UWR initiative addresses the coordination of 62 federal programs that provide assistance for human services transportation to states, cities, and towns, and other agencies where inefficiencies and service gaps exist; and

WHEREAS, Presidential Executive Order No. 13330 also requires federal agencies to improve human service transportation coordination for individuals with disabilities, older adults, and people with lower incomes; and

WHEREAS, building on Presidential Executive Order No. 13330 and UWR, Arizona has established an “Arizona Rides” initiative to provide assistance to Arizona local governments and human service agencies in coordinating human services transportation; and

WHEREAS, the Federal Transit Administration recently awarded Arizona a grant to assist in the development of a statewide coordination action plan; and

WHEREAS, Arizona has a strong commitment to providing public transportation to persons with disabilities, older adults and low-income families and individuals; and

WHEREAS, Arizona recognizes that strengthening coordination between state agencies will provide better service delivery to individuals receiving these services, reduce duplication of effort between programs, and create government efficiencies;

NOW, THEREFORE, I, Janet Napolitano, Governor of the State of Arizona, by virtue of the authority vested in me by the Constitution and laws of this State, hereby order and direct as follows:

1. There is hereby established an “Arizona Rides” Council (the “Council”) to develop a statewide coordination action plan and conduct related activities with respect to the following goals:
 - a. Establishing relationships between state, federal, and local entities to achieve a coordinated approach to human services transportation in Arizona;
 - b. Building knowledge of successful approaches to coordinated human services transportation that can be used to promote increased coordination in Arizona communities;

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- c. Increasing communication and collaboration between state agencies in order to efficiently disseminate federal transportation and human services funds;
 - d. Developing an initial state action plan by December 30, 2005.
2. Members of the Council shall be appointed by, and serve without compensation at the pleasure of, the Governor. The Director of the Arizona Department of Transportation, or his designee, shall chair the Council. In addition, representatives from at least the following entities shall serve on the Council:

Arizona Department of Health Services
Arizona Department of Economic Security
Arizona Health Care Cost Containment System
Arizona Department of Corrections
Arizona Councils of Governments
Governor's Office of Highway Safety
Governor's Office of Intergovernmental Affairs

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of Arizona.


GOVERNOR



Done at the Capitol in Phoenix on this 6th day of July in the Year Two Thousand and Five and of the Independence of the United States of America the Two Hundred and Thirtieth.

ATTEST:


SECRETARY OF STATE

IV. NATIONAL PARTICIPATION

The Arizona Rides team has been active nationally, participating in forums where United We Ride has been the central theme, starting with involvement in the 2004 federal Interagency Transportation Coordinating Council on Access and Mobility (CCAM)-sponsored meeting. This conference was organized to introduce United We Ride to state and local government stakeholders. Arizona participants included, among others, officials from the Governor's Office, ADOT Public Transportation Division, the Chair of the MAG Elderly Mobility Stakeholders Group, and an Area Agency on Aging director.

In the 18 months since the national UWR Executive Order was issued and the first national CCAM/state DOT meeting held, members of the Arizona Rides team participated in a variety of related forums. Arizona Rides representatives took part in a UWR workshop for west coast grantees in October 2004, sponsored by the FTA and FHWA's Region 9 offices. ADOT, the Maricopa Association of Governments (MAG), Pinal-Gila Area Agency on Aging, and the Pima Association of Governments (PAG) were among the Arizona Rides team participating in this multiple federal agency-led meeting. Among agencies presenting were the FTA and Federal Highway Administration.

In June 2005, Maureen DeCindis of MAG presented material on their nationally recognized Elderly Mobility and other coordination efforts to a FTA-sponsored meeting on United We Ride.

Most recently, in July 2005, ADOT PTD management participated in the joint AASHTO-FTA State Programs meeting, at which United We Ride was the prevalent topic in many of the forums, along with new and enhanced programs emanating from the TEA-21 Reauthorization such as the New Freedoms initiative and Job Access and Reverse Commute (JARC). Regarding these programs, there was considerable discussion about known and anticipated inter-linkages with UWR planning and implementation at the federal and state levels.

This December, the Governor will be sending representatives (including members of Arizona's Congressional delegation) to the invitation-only White House Conference on Aging, at which strong UWR themes are expected to permeate several of the issues facing national policy makers. In November 2004, ADOT Public Transportation management attended a related meeting comprised of top USDOT (Administration, FTA and FHWA) and Congressional staff where one of the aims was to communicate directly to White House organizers that transportation for the elderly should be elevated to a high priority in this year's Conference agenda. It was not surprising that much of the discussion in this workshop focused on how aging issues and UWR are seen by human service transportation planners and administrators at all government levels as strongly interlinked.

At the federal level, in June 2005, the CCAM chronicled the first year of the United We Ride initiative in its *Report to the President - Human Service Transportation Coordination, Executive Order 13330, 2005*. http://www.unitedweride.gov/1_866_ENG_HTML.htm This report summarizes the activities and achievements of the Council. Recommendations in key areas include: coordinated transportation planning, vehicle sharing, cost allocation, reporting and evaluation, and a provision for demonstration projects. One result of the Arizona Rides effort will be to prepare the state for the changes that are anticipated to occur at the Federal level over the next few years as these recommendations are implemented.

V. PEER STATES' FINDINGS

Although the two surveys for the Statewide Assessment are currently in distribution and results still are being received and analyzed, we believe we can expect findings in Arizona to be typical to those found in other human services transportation venues. Below are some findings identified in a recent transportation coordination assessment in the State of Oregon.¹ Other state processes have echoed these conditions, and we may expect many of these same findings in Arizona when the surveys are completed and returned.

- ***Duplication of Services:*** Overlap of transportation resources within the same community may be occurring, such as two human services agencies providing similar client transportation services in the same geographical area.
- ***Turfism:*** Some agencies may believe that they only know their clients' needs or that their clients would not feel comfortable riding with someone else. Further, some providers may feel that their vehicles can not or should not be used to serve customers of other programs.
- ***Underutilization of Vehicles:*** Vehicles might sit idle during certain times of a day or week when agencies serving the same community purchase vehicles to serve separate client groups. Through better coordination, an agency that purchased vehicles to bring clients in for meals at mid-day could coordinate with another agency that needs to transport clients at 8:00am and 3:00pm.
- ***Fragmented Funding:*** An agency that purchases vehicles through a funding source, such as Title III, may believe the vehicles must be used exclusively by seniors, preventing any sharing arrangements with other programs to occur.
- ***Policy Vacuum:*** Fragmentation of existing resources, uneven levels of services between urban and rural areas, and the lack of accessible public transportation in some areas of the state might have occurred due to previous lack of Executive/Legislative leadership on coordination issues.
- ***Inconsistent Administrative Standards:*** Client eligibility, recipient guidelines, accounting and reporting requirements, and billing rates may vary among state agencies and programs.
- ***Inadequate Resources and Incentives:*** We may find that a lack of funding and resources has impeded the development of coordinated services, as programs struggle to meet core service requirements and coordination efforts are viewed as extra with few financial rewards or incentives.
- ***Insurance Requirements:*** Insurance might have and impact on coordination efforts. Transporting non-agency clients and combining clients types might be viewed as a greater insurance risk.
- ***Rural/Urban Differences:*** The needs of rural and urban areas present very different approaches to developing increased human services coordination.

As results from the surveys and the corresponding follow-up interviews and focus groups occur, we will validate these findings and bring this information forward to the Arizona Rides Executive Working Group in order to develop strategies toward increasing transportation coordination.

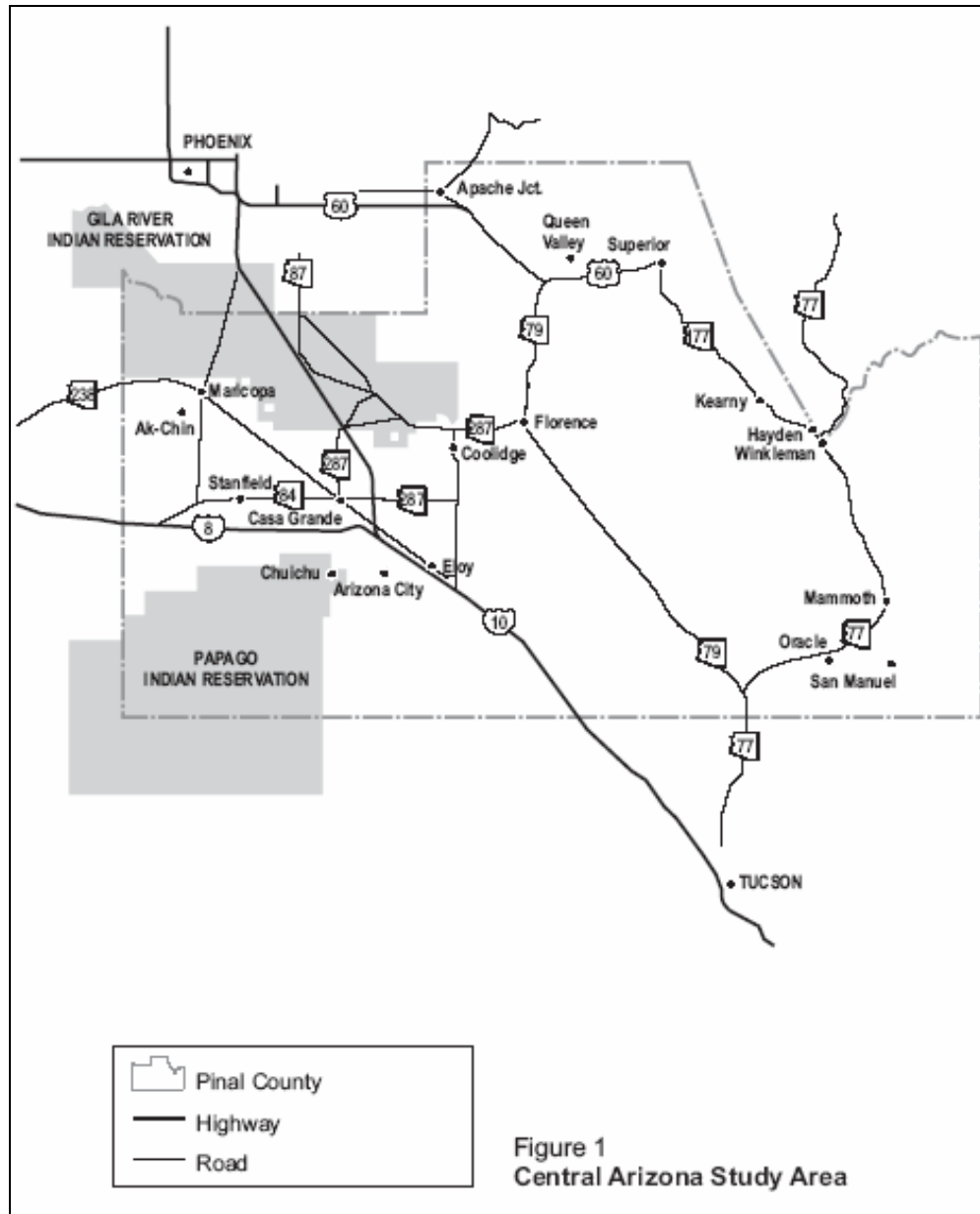
¹ Edited for length: Moss Adams LLP & Community Transportation Association of America. The Coordination Challenge, Final Project Report. State of Oregon, State Agency Transportation Coordination Project.

VI. ATTACHMENTS

The following attachments are examples of the information gathering tools that have been, or soon will be, distributed to key stakeholders in the Arizona human services transportation realm.

- **Attachment 1:** Map of the Pinal County Study Area
- **Attachment 2:** Arizona Rides Statewide Assessment – State Agency Survey
- **Attachment 3:** Arizona Rides Statewide Assessment – Regional Survey
- **Attachment 4:** Pinal County Demonstration Project – April 20, 2005 Kick-off: List of Meeting Participants
- **Attachment 5:** Pinal County Demonstration Project – Examples of Related Coordination Activities

ATTACHMENT 1 – Map of the Pinal County Study Area



ATTACHMENT 2 – Arizona Rides Statewide Assessment – State Agency Survey

CreateSurvey: Arizona Rides State Agency Survey Page 1 of 5

Arizona Rides State Agency Survey

The State of Arizona, Arizona Rides Steering Committee is asking for a few moments of your time to complete this important survey. As part of the Arizona response to the Federal United We Ride (UWR) Presidential Executive Order, this survey seeks to obtain critical information for a statewide transportation needs assessment and will help develop an "inventory" of transportation programs, funding, staffing, and other resources used for transportation within human and social service programs. Your assistance and careful consideration of the questions below is appreciated greatly.

For each program in your agency that offers transportation as a component, please answer the following questions below. If you have questions or further comments, please contact Anthony Ong (aong@pcpus.com) or Gregg Kiely (gkiely@azdot.gov).

Thank you for your time in completing this important survey.

1. *Your Name:
2. *Agency Name:
3. *Your Email Address:
4. *Your Phone Number:
5. How is the Management of this Program Administered at the Regional Level?
 - ☐ State Employees?
 - ☐ County Employees?
 - ☐ Both?
 - ☐ Neither or Other Contract Arrangements? (Please Explain)
6. What Role Do Counties Have in Administering or Managing the Program at the Local Level?
 - ☐ Implement Program?
 - ☐ Match Funds?
 - ☐ Both?
 - ☐ None?
7. Describe the Role (if any) that Regional Planning Organizations (MPO's or COGs) have in the Management, Planning, or Budgeting Process of this Program.
8. Identify Annual Estimated Spending on the Transportation Components of this Program
 - 0-15%
 - 16-30%
 - 31-60%
 - 61-90%
 - 91-100%

<http://www.createsurvey.com/c/27434-2eFtHZ/> 8/10/2005

% State Funded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
% Federal Funded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
% Local Matching Funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
% of Transportation Purchased through Vendors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Clients Receiving Transportation Services**How Many Clients Receive Transportation Annually?****10. Clients Receiving Transportation Services****What are the Number of One-way Trips? (estimate if not known)****11. What Demographic Does this Program Serve? (check all that apply)**

- ☐ Aged
- ☐ Disabled
- ☐ Children
- ☐ Adults
- ☐ Other? (please explain below)

12. What is the Client Eligibility Criteria to Receive Transportation Services in this Program? (check all that apply)

- ☐ Below Federal Poverty Level (FPL)?
- ☐ Medicaid Eligibility
- ☐ Public Assistance Recipient
- ☐ Other? (please explain below) _____

13. How is Transportation Utilized in this Program? (check all that apply)

- ☐ On a Regular Schedule?
- ☐ On an As-needed Basis? _____
- ☐ Other? (please explain below)

14. Where do the Transportation Services Take Clients? (check all that apply)

- ☐ Many Dispersed Locations?
- ☐ Specific Program Sites (training centers, service centers, etc.)?
- ☐ Other? (please explain below)

15. What Transportation Service Limitations are Set for Clients? (For Example, Number of Trips Per Day, Destination Limitation, Hours of Operation, Type of Trip, etc.)**16. Is there a Waiting List for Transportation Services?**

- ☐ Yes
- ☐ No

17. Is there a Waiting List for Transportation Services?
If Yes, How Many Clients?

18. Is there a Waiting List for Transportation Services?
Other? (please explain below)

19. What Percentage of Clients are Estimated to have Underserved Transportation Needs?

Estimated Percentage? (please detail below)

20. What Percentage of Clients are Estimated to have Underserved Transportation Needs?

Comments? (please detail below)

Model or Mechanism Transportation Services Provided:

If Transportation Services were Purchased through Vendors or Other Entities, Answer
#21-25.

If Transportation Services were Provided In-House Using Your Own Resources, Answer
#26-30.

21. If You Purchase Transportation Services, What is the Purchasing Model?

- ☐ Trip or Daily Rate
☐ Fee for Service
☐ Purchase Capacity
☐ Public Transit Pass
☐ Other? (please explain below)

22. How are Payment Levels Set? For Example, Are There Charges, and If So, Under What Basis?

23. What are your Transportation Vendors for this Program? (If Any)

24. What Percentage of Transportation is Provided with Public Employee Drivers and Vehicles?
Estimated Percentage

25. What Percentage of Transportation is Provided with Public Employee Drivers and

Vehicles?
Comments? (please detail below)

26. If You Provide Transportation Services In-House:
How many Vehicles are in Service?

27. If You Provide Transportation Services In-House:
What is the Cost of Insurance? (estimated per vehicle)

28. If You Provide Transportation Services In-House:
What is the Average Vehicle Maintenance Cost?

29. If You Provide Transportation Services In-House:
How Many Staff Members Drive Clients?

30. If You Provide Transportation Services In-House:
Are there Any Other In-House Resources Provided for Transportation Services?

31. How Were Your Vehicles Financed? (check all that apply)

- ☐ ADOT Section 5310 or 5311 Grant Award
- ☐ Other Federal Funds
- ☐ State Funds
- ☐ Local Funds
- ☐ Other? (please comment below)

32. Does this Program Share Transportation Resources with Other Human Service Programs?

- ☐ Yes
- ☐ No
- ☐ If Yes, Please Explain (below)

33. Are there Other Agencies Where Transportation Resources Could be Shared?

- ☐ Yes
- ☐ No
- ☐ If Yes, Please List (below)

34. Does the Current Transportation Services Provided Meet the Needs of the Program?

- ☐ Yes
☐ No
☐ If No, Please Explain (below)

35. What Improvements Could Be Made to Improve Transportation Services?

36. Is There Anything that Limits Your Ability to Coordinate Transportation Services (i.e. Share Resources, Drivers, Budgets, Ride Information, or Referrals) with Other Programs or Services?

37. Please Provide Below any Additional Comments to Help Arizona Rides Better Understand Your Transportation Services.

Submit

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ATTACHMENT 3 – Arizona Rides Statewide Assessment – Regional Survey

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Arizona Rides Regional Survey

The Arizona Rides Executive Policy Working Group (Arizona Rides) is asking for a few moments of your time to complete this important survey. As part of the Arizona response to the Federal United We Ride (UWR) Presidential Executive Order, this survey seeks to obtain critical information for a statewide transportation needs assessment and will help identify the current human services transportation landscape in Arizona. Your assistance and careful consideration of the questions below is appreciated greatly.

Please answer the following questions below. If you have questions or further comments, please contact the Arizona Rides Consultant Anthony Ong (aong@pcgus.com) from PCG or Gregg Kiely (gkiely@azdot.gov) at the Arizona Department of Transportation.

Thank you for your time in completing this important survey.

1. *Your Name:

2. *Your Email Address:

3. *Agency/Organization Name:

Section 1: Regional Transportation Planning Information

4. Please identify the human service areas in your region that provide or contract for transportation services:

	Provides Transportation Services?	Does Not Provide Transportation Services?	Unsure?
Elder Services (e.g. Older Americans Act)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Home & Community Based Services (HCBS) Waiver Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-Emergency Medicaid Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Veterans Administration Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment/Training (TANF, Wagner/Peysner, etc.) Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vocational Rehabilitation Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Behavioral Health Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Head Start	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public Transit Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Are there different regional/jurisdictional service boundaries for different programs in your region? Please describe.

<http://www.createsurvey.com/c/27454-KvtqBg/>8/10/2005

6. Please describe your role in planning/implementing/funding transportation programs in your region, and specify those programs for which your agency is responsible.

7. Has your regional planning agency (COG/MPO) initiated or identified the need for improved transportation coordination and envisioned ideas or suggestions for improvements? If yes, please identify the need and/or describe your ideas.

8. Please describe ways the COG/MPO could bring together providers, agencies, and consumers for the purpose of acting on ideas to better coordinate transportation services/funding?

9. Is there an established interest within the human service community to coordinate human service transportation and to maximize resources?

10. Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders? Please describe.

11. Please list the 3 largest providers of human services transportation in your region.

Section 2: Identifying Community Needs

12. Please list the 3 largest categories of human services transportation. For example, transportation for medical purposes, errands for elderly & disabled, etc.

13. Is there an existing inventory of community transportation resources and programs that fund transportation services? If so, how might we access this?

14. What gaps exist in the human services transportation network in your area?

15. What is the best way to identify duplication of services, underused assets, and service gaps? Do you have any specific examples?

16. What, if any, programs have over-capacity in human services transportation?

17. Please describe the barriers that you are aware of that make it difficult to better coordinate human service programs in your region?

Examples: Check all that apply

Different program boundaries

- ☐ Turfism
- ☐ Client Needs
- ☐ Lack of service choices
- ☐ No lead provider available
- ☐ Different purchasing or contracting requirements
- ☐ State program requirements
- ☐ Federal program requirements
- ☐ Other?

18. If you listed "other" above, please describe?

19. Are you aware if human service transportation providers keep the following information: (check all that apply)

- ☐ Cost per delivered trip
- ☐ Ridership
- ☐ On-time performance
- ☐ If so, what agencies keep this information?

20. Is there a Regional Transportation Plan or Transportation Improvement Program in place? If yes, please describe how human services transportation currently is described in these plans.

21. Please describe how population growth or demographic shifts has impacted your transportation planning, e.g. increase or decrease in particular services or programs.

Section 3: Customer Service Information

22. How do people in your region gain information about, or access, human services transportation programs?

23. Are the following services in use in your region: (check all that apply)

- ☐ 211
☐ 511
☐ If so, do 2-1-1 services provide transportation information?

24. Are travel training and consumer education programs available? Please describe what is available and where it is available.

25. Are marketing and communication programs used to build awareness of transportation options in the region?

Section 4: Adapting Funding for Greater Mobility

26. How does your agency track transportation program services at the program level? Is there tracking of financial data across programs?

27. Are any services in place to assure that Programs utilize the most cost-effective transportation options available? If so, please describe.

28. Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?

Thank you for completing this important survey!

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ATTACHMENT 4 – Pinal County Demonstration Project: April 20, 2005 Kick-off, List of Meeting Participants

PINAL RIDES - ROSTER OF PARTICIPANTS - 4-20-2005 Meeting Coolidge, Az			
Participant Name	Affiliation	Phone	E-Mail
Young, Mark	Queen Creek	480-987-9887	mark.young@queencreek.org
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Hanley, Shelly	PGCSC	520-836-2758	shellyh@pgcsc.org

ATTACHMENT 5 – Pinal County Demonstration Project: Examples of United We Ride Coordination Activities

Example coordination activities from the Federal Transit Administration United We Ride web site (www.unitedweride.com) are presented below. Example coordination activities are shown for five areas: *partnership and leadership*; *customer service*; *operations*; *planning*; *policy, program and funding*; and *technology*.

Partnership and Leadership strategies involve coordination and cooperation between private and public transportation providers, human service agencies, consumers, and others to improve the efficiency and quality of service provision.

Partnership and Leadership

Advisory Committee	Established to represent community transit concerns, advise local transportation officials on important issues, and recommend policies. Advisory committees are generally made up of residents, business owners, community activists, and other local stakeholders.
Coordinating Council (CCAM--federal program)	The Coordinating Council on Access and Mobility (CCAM) and the United We Ride Initiative provide technical assistance and guidance to the various agencies that are working to more effectively utilize resources and more efficiently serve clients.
Coordinating Partners/coordination with human service agencies	Transportation operators and human services organizations coordinate services to provide traveling options for transportation disadvantaged client populations.
Interagency Work Group	A working group comprising different coordinating agencies established to address specific transit issues.
National Consortium	This consortium, which consists of 15 national non-profit organizations and various Federal agencies, focuses on coordinating safe and accessible transportation for human services.
Regional Coordination	Coordination of various transportation and social service providers at the regional level, designed to address transportation needs within the context of the challenges posed by sprawling development, whereby important destinations may be located beyond the service boundaries of local transit (e.g. a regional hospital). Regional coordination includes centralizing services through one provider to fill gaps, streamline service, or coordinate multiple transportation operators within the region.

Customer Service strategies help ensure that transportation services are consumer-driven, and that consumers are included in the planning, development, implementation and evaluation of human service transportation. Useful practice strategies include reviewing customer feedback, centralized customer information, travel training, and quality improvement strategies.

Customer Service

511	The three-digit code set aside by the FCC for traveler information and local transportation questions.
Electronic fare service/payment system	Machine-readable farecards used to carry fare payment or rider identification information; it can be used as part of an automated invoicing system.
Focus on Quality of Customer's Experience including surveys	An approach to transportation service that focuses on the customer and his/her experience with all aspects of the transit system (i.e. from getting information, to purchasing a trip, to the actual ride itself).
Information distribution including web and TV	Web-based transit traveler information with features such as route maps, schedules, fares, and a trip planner. Monthly TV shows that provide information on local transit issues such as new programs, upcoming changes, or general interest news.
Kiosks	Self-service consoles that provide transportation information, such as routes, schedules, fares, and, often, the ability to purchase tickets.
One-stop reservation/scheduling	One central location users can access, usually via the web or phone, to get information, obtain schedules, and/or make reservations for several transportation providers across an area.
Performance measurements/outcomes	The objective of performance measurement is to evaluate the results of government services. It does this by setting standards and outcome objectives, measuring performance against goals, standards or benchmarks, and helping managers communicate results. Generally, performance measures look at inputs (measures of resources used to provide a service), outputs (indicators of the amount of service provided), outcomes (measures that assess how well the objectives are achieved), and efficiency (measures the amount of input needed to generate an output or outcome).
Survey: Customer needs, customer satisfaction	A survey designed to evaluate transportation users' satisfaction with the service they receive.
Training: travel training	Training, often geared to a particular group, which teaches people how to use public transportation.
Transit amenities/features	Features that enhance the rider's experience and play an important role in attracting and keeping riders. Transit amenities can be at transit stops or on vehicles. Examples include seating while you wait, shelter from the weather, security cameras, storage racks, and accessibility features for people with disabilities.

Operations Strategies are intended to improve customer mobility. Such strategies may address agency routes, create brokerages for area transportation providers, develop subscription programs, and develop and implement transit pass programs. Services affected may include fixed route, demand response, or volunteer transportation systems.

Operations

Brokerage	Brokers act as administrators of transportation programs, ensuring that clients receive efficient transportation that meets their needs and that agency costs are reduced. There are many different brokerage arrangements, but common broker responsibilities include: contracting for transportation with private operators; handling reservations, scheduling, dispatching, driver training and equipment procurement and maintenance; providing risk management and quality assurance; agency billing and record keeping; and maintaining insurance.
Demand Response	Transit vehicles providing demand-response service do not follow a fixed route, but travel throughout the community transporting passengers according to their specific requests and usually require advance reservations. Therefore, vehicles do not follow a specific route or schedule, but are based on the user's needs. Special Transportation Services (STS) is a widely used example of this strategy.
Integration of Services	The integration of multiple transportation providers or modes. Integration can improve service and increase efficiency. Services may be fully integrated, or agencies may decide to integrate just one aspect (e.g. an integrated fare card for multiple agencies).
Partnership agreements	An agreement where two organizations or agencies agree to work together towards a common transportation goal. Common partnership agreements include public-private partnerships, partnerships among multiple transportation authorities, and partnerships between human services and transportation providers.
Purchase/Contract for Service	A public transit provider contracts out to another agency or company to provide transportation service, either in whole or in part (e.g. night and weekend service).
Regional /multimodal hub	Transportation centers that serve as a regional hub and include a variety of transportation modes (e.g. bus, rail) that are often coordinated.
Subscription service	Any public transportation service operated for a guaranteed number of patrons on a prepaid, reserved basis.
Transit passes/subsidies	Transit passes are given directly to riders to subsidize their use of public transportation, either in part or in whole and are often targeted to a specific group (e.g. riders commuting to and from work or Medicaid recipients with multiple doctor visits).
Trip Request/Rider Request	Fixed route service with variable routing. Buses operate on a fixed schedule and route, but have the flexibility to go off route to pick-up and drop-off passengers within a defined service area.

Planning Strategies improve coordination and planning at the administrative and organizational level among different agencies, organizations, and stakeholders. Examples of useful practices include community transportation planning, developing joint opportunities for quality assurance and review, information sharing, and coordinated standards for planning.

Planning

Framework for Action	A comprehensive evaluation and planning tool designed by CCAM members to provide guidelines for improving or beginning coordinated transportation systems that community leaders, state agencies, and local agencies may follow in order to provide quality human services transportation.
Information Exchange	Local partners and customers meet to discuss specific transportation issues; when state and federal agency representatives are also involved, local partners can learn about how issues were resolved in other locations as well.
Outreach/field visits	Trips taken by community residents, officials, and/or agency representatives to project areas in order to better understand a proposal or issue of concern, facilitate buy-in from different groups, view successful examples in other communities, or get a better sense of the physical facts of a project.
Federal / State Planning Requirements	Formal transportation planning requirements that states or localities must meet in order to receive transportation funds.

Policy, Program and Funding strategies are geared toward improving effectiveness, efficiency, and accountability. Policy, programs and available funding are typically implemented as mandated by legislative bodies or administrative offices.

Policy, Program, and Funding

Dedicated Funding	A local funding source guaranteed for transit expenditures, such as a portion of a gas tax, sales tax, or other locally levied tax. Dedicated funding allows for long-term planning because it is more predictable and reliable than having to depend on general fund revenues, which must be used for all other municipal needs.
Federal funding programs: Mobility Management Grants, United we Ride Grants, Matching Programs	Federal funding programs are designed to assist state and local programs/agencies that meet eligibility requirements and rise above other competing programs/agencies. Some examples include: <ul style="list-style-type: none"> - Federal grants that encourage transit agencies to take on the broader role of “Mobility Managers.” - The United We Ride Initiative, a partnership between the Departments of Transportation, Health and Human Services, and Labor, provide grants for the purpose of breaking down the barriers among Federal programs and setting the stage for local partnerships to address unmet transportation needs, especially coordinating human services transportation. - Matching Programs are designed to provide funding for local projects for which local agencies have already raised part of the needed capital.
Joint funding	The use of two or more funding sources (especially at the federal level) to fund a transportation project.
Legislative proposals	Programs set through Congressional legislation often require that agencies meet goals that may be directly related to transportation or can be leveraged to build transportation infrastructure or expand the customer base (e.g. Welfare to Work). In some cases, the legislative proposals also fund the mandates they set.
Traditional funding	The funding procedure follows the traditional grant reimbursement model.
Non-traditional funding sources	Local, State or Federal Agencies may look beyond traditional funding administered by transportation agencies to foundations, public-private partnerships, and the creative use of debt financing. Examples include federal loans, loan guarantees, and lines of credit to public or private sponsors of transportation projects.
Waivers	Use of Medicaid waivers to provide non-emergency transportation to Medicaid beneficiaries.

Technology Strategies automate or simplify administrative processes and procedures. Technology strategies are generally designed to increase the efficiency of reservations, scheduling, dispatching, reporting, and billing. In addition, consumers with disabilities may benefit from the adoption of assistive technology to plan trips, identify stops, and recognize landmarks.

Technology

ITS	A broad range of wireless and wired communications-based information technologies. When integrated into the transportation system infrastructure and placed in vehicles, these technologies help monitor and manage traffic flow, reduce congestion, provide alternate routes to travelers, enhance productivity, and save lives, time and money.
Automated scheduling	Computer aided scheduling used to increase efficiencies, handle complex scheduling scenarios, and decrease costs. Automated scheduling can be used to determine transportation routes and schedules, work schedules, payroll, and fleet management.
Automatic Vehicle Location	AVL is a computer based tracking system that reports the real-time location of the vehicle. Benefits include improvements in dispatching, scheduling, service efficiency, and answering customer inquiries. These technologies are often used in conjunction with Computer Aided Dispatch.
Computer Aided Dispatch	Use of technology to increase efficiency and capability of dispatching functions, such as scheduling pick-up and drop-off for customers within the same zones. Often used in conjunction with Automatic Vehicle Locator (AVL)
Funding for Promising Technology	Special funding provided to agencies that experiment with new technologies that improve transit systems including technology that coordinates operations, manages information, and enhances customer service.
Smart Cards	Smart cards are credit card-sized devices embedded with computer chips that can store large amounts of information. The advantages of smart cards include the ability to unify multiple transportation systems under one fare payment method, the use of smart cards for other transit related purposes (e.g. parking at the train station), and the ability to provide transportation officials with better data on rider profiles, route ridership, and system usage.